

**Knowledge Management Working Group  
Federal CIO Council  
January 5, 2000  
Meeting Minutes**

Location: American Institute of Architects  
1735 New York Avenue, NW  
Board Room  
1:30- 3:30 PM

The inaugural meeting of the Knowledge Management (KM) Working Group was called to order by Dr. Shereen Remez, Chief Knowledge Officer (CKO), General Services Administration (GSA), and Chair of the KM Working Group.

Dr. Remez opened with remarks and a presentation (available on the KM web site, km.gov).  
Power Point Presentation: Dr. Shereen Remez, CKO, GSA -  
Shereen Remez, CKO, GSA –

Why KM now? - Internet revolution-economy

1. Knowledge economy,
2. Intellectual capital knowledge based government. Documents from 30 years ago mention KM and anticipated the need to address these issues. Many companies and Government agencies are now viewing their enterprise in terms of a KM challenge. Companies like Johnson & Johnson and AMS are building communities of interest and practices to benefit from their intellectual capital.

What is KM? Organizational knowledge provided to the right people, in the right context. When the Federal Government is a graying workforce - by 2001, 50% of federal workers will be eligible for some kind of retirement. Knowledge economy - CEO's feel that KM is a big challenge. Some in private industry have CKOs already.

KM challenge - rewards for sharing. It puts a dollar figure on intellectual capital. It permits a ROI on knowledge.

Web technology in use: Navy, Army, FCC, FAA, Supreme Court, SSA, NSA, GSA (8 to 10 pilots in place thus far.)

Lee Holcomb, CIO, NASA  
Chair, Enterprise Interoperability and Emerging Information Technology  
Committee, Federal CIO Council

Lee Holcomb, discussed the CIO Council's Strategic Plan, Objective 1.4 - build an understanding of relationships to promote knowledge management throughout government. EIEIT is the parent organization for the KM Working Group.

Mr. Holcomb asked the group to:

1. Define KM.
2. Assess the state of the art of KM. Find the best implementations and who is succeeding in the industry, Government and academia.
3. What are the innovative tools and strategies? What are the Gold Standards?

4. Who are the people setting the standards?

5. Identify Government's current implementation of KM processes, tools, capabilities, structures and resources.

a) Where do we draw the line between content, process, and technology?

b) Look at solutions in mass storage (long-term archival), metadata structures, etc.

c) Gap assessment in policies and approach to KM.

6. Define opportunities for applying KM for the near-term challenges. Issues:

a) Look broadly (communications, government services and products), but act specifically.

b) Choose 2-3 opportunities for pilots in the next year

c) Use balanced scorecard for return on investment

7. Support Collaboration in the CIO Community

a) Collaborate with Federal Architecture Working Group to facilitate the development of top level Federal Architecture Segment.

b) Other Affinity Groups (HR, Finance and Accounting) to define common KM requirements

c) Work with the IT Standards Community to promote effective voluntary IT Standards in the area of KM

Deliverables Mr. Holcomb would like to see:

1. Documents or Websites that:

a) Benchmark outside of Government

b) Survey and assess internal processes, tools, capabilities, structures and resources that support or address KM

c) Short-term pilots for applying KM techniques, technologies and processes

d) Collaborative activities with the Federal Architecture Working Group, other affinity groups and IT standards community.

2. Educate/provide common knowledge implementing aspects of KM.

Deirdre Lee, Director, Office of Procurement Policy, OMB

Deirdre Lee welcomed those attending and asked that the group to look at a number of issues. Ability to speed analysis - looking across agencies, are we spending too much? (Do we really need five people to do the same job?).

Productivity issues. Consider the ability to harness and deliver knowledge.

Ramon Barquin, President, Barquin and Associates

Mr. Barquin announced the upcoming E-Gov Conference on knowledge management, being held at the Hilton Mark Center Hotel in Alexandria, VA,

April 10-13, 2000. The Conference includes three tracks on KM including one called Leading KM. The conference is three full days of tutorials. Additional information and registration instructions can be found at: <http://www.e-gov.com>

Susan Hanley, Senior Principal, American Management Systems (AMS)  
Director of AMS's Knowledge Centers

Sue Hanley, discussed the AMS approach to knowledge sharing. AMS has organized communities of practices in specific areas. Currently, 900 of the 9000 AMS employees are in a community of practice led by one of 25 knowledge center coordinators.

AMS views information at one of three levels – the base level being the AMS core disciplines, the next level being industry specific, and the third level being client specific. (Slide 4). All work that is done on a subject discipline is made available to others in that discipline.

AMS has developed their approach in accordance with those developed by Etienne Wenger (author of Communities of Practice : Learning, Meaning, and Identity (Learning in Doing: Social, Cognitive and Computational Perspectives) formerly of Xerox Park. The approach divides the people (like a bulls eye chart) into those that are permanent long term members of a community of practice in the center circle- then the Special Interest Groups (SIGs) that come into the discussion for a special interest. Those SIGs usually form – work their issue and disband. (Chart 7 ) And finally, the outer layer are those interested (perhaps there to learn), but not committed or accepted into the group. Some might call these "toe dippers".

To belong to a community of practice you must meet qualifications and be accepted. It carries a responsibility to contribute (White Papers) on a yearly basis. The Knowledge Center Coordinators ensure that the community of practice is focused and contributors provide input that is needed. When looking for areas to initiate, look at the core of an area of pain.

They use a technology to help research called Orbital. It is expertise profiling technology – where the system maintains a profile - if you send the same questions to various people on different occasions Orbital will go into its archives of previously answered questions and answer the question.

Tom Freebairn, WEBGOV, GSA

Tom Freebairn, of GSA leads the WEBGOV initiative and spoke on ways the web can help solve the KM issues. WEBGOV will provide a single portal entry for the Government and will help organize searches for information. He also pointed out the two presidential letters to heads of departments dated December 17, 1999, concerning electronic Government. Specifically, paragraphs two and four are areas that have applicability.

Dr. Remez concluded the meeting with a discussion on how to proceed and organize the KM Working Group effort for best results. Special Interest Groups being formed under the Working Group are: KM.Gov Web content, KM technology, KM best practices, and program committees. Committees will need to decide what they want to accomplish, assess information, develop goals, and determine best tools. Meeting attendees were encouraged to sign-up for one of the Special Interest Groups or suggest a new one. Dr. Remez also asked for volunteers to chair each special interest group, as well as for someone to volunteer to be her Working Group Co-Chair.

The next meeting will be held February 2, 2000, with the location yet to be determined.

The meeting adjourned at 3:30PM.